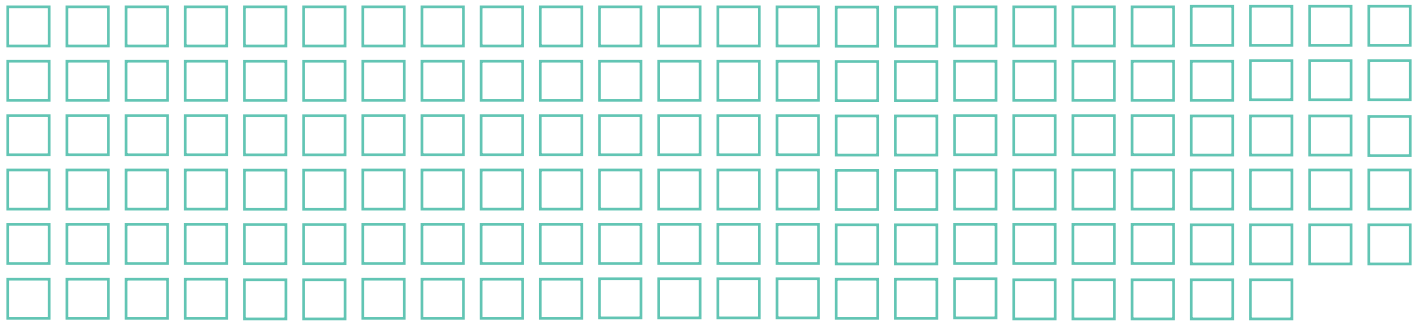




Reinventing a global platform at scale

How Deloitte transformed its digital presence, putting content supply chain at its center

From **142** local websites...



To



Global Platform

When a large organization has firms in 142 territories, each with its own website, managing its digital presence, brand consistency and content quality and efficiency become a sizeable challenge.

Dive into Deloitte's **digital and organizational transformation story** to discover how they put people, processes, and tools at the center of its ambitious vision for a **high-quality, globally consistent platform**.

The global pandemic became a catalyst for **reinvention**

In 2020, the global pandemic changed how people engaged with brands online, and how teams worked together remotely. It gave Deloitte pause to reassess its digital footprint of 142 regional websites, and how they no longer served its ambitions – or its globally-connected clients.

Since the launch of Deloitte's website ten years ago, their global digital footprint had grown exponentially, to an estimated **285k**
LIVE PAGES.

Deloitte knew that in an era of content fatigue and low attention spans, overwhelming users with content was inefficient and ineffective. Being more strategic, streamlined and targeted with their content would allow them to offer visitors a more relevant, richer experience. But that would require a complete reinvention of not only the platform, but also of the way Deloitte operated and produced its content.

*“When you have just a few minutes to make an impression and capture a user’s attention, you need to use everything at your disposal to do that. For Deloitte, that meant **combining the best data and insights with the best creative approach.**”*

Helen Wallace

Experience Director & Lead for Adobe Creative Cloud, Deloitte Digital



An ambitious new vision

What began as a simple idea soon became a bold, three-year vision – a complete reimagining of its digital presence into a globally consistent platform and one that used an end-to-end content supply chain to empower Deloitte to deliver content quality, not quantity, to meet different audiences' needs, and to continually optimize for performance.

The scale and complexity of transforming a global content supply chain of this magnitude called for new ways of working; a streamlined and simplified set of processes for getting content from the point of ideation and creation to the point of go-live—while also providing insights that can help decision-makers improve their efforts.

In 2020 Deloitte Digital created the Adobe accredited solution The Connected Creative Studio focused on modernizing the content supply chain. Their skills and experience in delivering digital transformation were

ideal to shape and deliver re-platforming to Adobe Experience Manager (AEM) Cloud, re-designing the entire landscape and experience of Deloitte.com, to creating with a new global operational model and change management program.

By shifting to a scalable and reusable design system approach, with core templates and a component toolkit, greater brand consistency could be achieved. And by developing a centralized content management and creation model, where more content is produced centrally rather than regionally, duplication of effort and content could be avoided, with data being used to identify effective content for scaling and repurposing.

3 key benefits of re-platforming to AEM Cloud

- 1 Prioritize brand consistency and quality
- 2 Achieve efficiency at scale
- 3 Optimize content in response to performance data

The **4 pillars** of Deloitte.com's reinvention

The success of Deloitte's global re-platforming can be attributed to four key pillars. It was the combination of these, along with a talented team, empowered with the right tools, that enabled them to achieve their ambitious vision.

**CONTENT
STRATEGY AND
WORKFLOW**



**EXPERIENCE
DESIGN**

**CHANGE
MANAGEMENT
AND TRAINING**

**GLOBAL
OPERATING
MODEL**

1

CONTENT STRATEGY AND WORKFLOW

Building strong foundations to reduce duplication and maximize efficiency at scale.

Deloitte knew that content supply chain was core to the new vision of their global platform. This would enable not only the quality and velocity of the content created, but how it was identified, created and optimized.

During the first phase of the project, an exhaustive **content audit** was carried out on the legacy website, to assess and review content and its performance. From this, existing content was identified for migration, consolidation, or retirement. This was aided by a new **content classification system**, strategically developed to focus on content typology, with aligned KPIs. A new **content structure** and **tagging taxonomy** was also developed, to make content on the new platform more organized and easier to find.

Using **Workfront**, Deloitte's Project Managers were able to collaborate with brand managers, service line and industry leaders, and risk and legal reviewers in an efficient and transparent way. It allowed them to create briefs, manage content reviews and **approval cycles**, and review and action update requests. Workfront also empowered them to manage the **resourcing** of the content team, as well as the creation and development workflows.



New digital experience templates were built, shifting to a modular content approach, with **content fragments**. **Performance analytics** were built into these templates, so user insights could perpetually optimize content performance and the website's functionality. Authors were able to design and publish content rapidly, using the new templates, and pulling in assets from **DAM**.

A new **content workflow** was implemented to deliver content performance reviews and user research insights to business and marketing leads, so future briefs for content and iterative design improvements will be data-led. And in parallel, a new cross-discipline **global content council** was established, to provide governance and lead future content decision making.

2

EXPERIENCE DESIGN

Creating a leading design solution that is flexible and future-proof.

Opportunities to reimagine and redesign Deloitte's global digital presence don't come around often. The Deloitte Digital team knew it wanted to leverage its vast global pool of talent to define a leading user experience.

Shifting to a **fully-remote workforce** over lockdown brought unexpected advantage and opportunity to Deloitte's team. Thanks to real-time co-creation and collaboration in **Creative Cloud**, they were empowered to pull together top design talent from Deloitte Digital's global studios, creating a truly borderless team. In doing so, they were able to bring regional insight and broad perspectives into the design solutions.

The Deloitte Digital experience design team created a new design system that was flexible enough to work for multiple languages and Deloitte's sub-brands, to create core templates using **modular components** and elements. They created an original **labeling system** for the annotated wireframes to help the wider team of developers and content authors quickly and easily recognize the different elements of each template – keeping everyone involved aligned. Using **Adobe Analytics**, the effectiveness of the designs was measured and validated through performance data, user research and A/B testing.

An example of a template design of the new Deloitte.com platform, with the labeling system applied.

The UX labeling system created for components.

FIXED LAYOUT POSITION

Position of layout container fixed

OPTIONAL LAYOUT POSITION

Hide and show layout container with components

OPTIONAL COMPONENTS

Components that can be added to layout containers, as allowed components

NON-EDITABLE COMPONENTS

Components whereby the content editor cannot edit the content

FIXED COMPONENTS

Permanent components that are placed on templated for content managers to configure

HIDE/SHOW

Hide/Show layout containers

ANALYTICS

Adobe analytics details for component and template level

ACCESSIBILITY

Accessibility details for component

GLOBAL

Global content that is displayed across all regions

LOCAL

Localized content specific to Member Firm site

PERSONALIZED

Content tailored to specific user activity, behavior and data

1. STICKY HEADER
Appears once user has scrolled and is fixed to top
Includes title of product, dropdown of products (optional and only if in a suite) save for later, download(s), social shares & request a demo CTA

2. ANALYTICS
CTA: eVar35 (Success Type: registration start), Event 10 (Event Registration Start)
MULTIPLE DOWNLOADS: eVar35 (Success Type: download), Event 977 (Download All Files)
String Values: CTA - Refer to AC, V35 = file download
Note: Event 977 NEW Event
SOCIAL SHARE: Event 32 (Social Shares), Event 12 (Social Interactions), eVar54 (Share Channel), eVar35 (Social Media Share [Sticky Header], Event 990
LINK LIST: Event 175 (Navigation Interaction), eVar107, eVar35 (Success Type)
BOOKMARK: eVar18 (Bookmark/Unbookmark Page Name)

3. BREADCRUMBS
Path:
Products > [Title of product]
Products links back to product landing

4. CTA HERO WITH BACKGROUND IMAGE
Product header (optional - only for products in a suite)
Title
Description
CTAs (max 2) -
Request demo/contact us - on click, CTA opens an embedded overlay modal/direct to new page
Co-branded logo (optional - for co-branded products only)

3

GLOBAL OPERATING MODEL

Achieving global consistency with regional relevance.

A global project of this scale called for a complete rethink on how Deloitte operated and managed its platform, and the content they published on it. Drawing on Deloitte's own operational practice and experience, they set about designing an entirely **new operating model**. This – combined with the right tools – would empower the team to bring together the many individual regional websites into one **unified global experience**, consolidating global, regional and local content.

Critically, **roles and responsibilities** were established from the outset. Then, the assets, tools and documentation needed were defined, not only for the implementation of the initial global platform launch, but for the ongoing BAU and maintenance of the platform and its content.

Workflow was central to the new model. To enable **frictionless collaboration** and alignment between the global design team and regional in-house studios and content centers, standardized ways of working, tooling and structures were put in place. **Workfront** was introduced as the integration tool sitting between **Adobe Creative Cloud** and **AEM**. New **content and production workflows** were designed to capitalize on the agile ways of working that these tools allowed, with **governance principles** agreed to ensure quality control and transparency throughout.



4

CHANGE MANAGEMENT AND TRAINING

Working from within to evolve ingrained approaches and beliefs.

When you have a clear vision, even ingrained internal practices can be evolved when everyone moves forwards, together. This change is most effective when it comes from within. Through training, upskilling and **clear governance**, transformative, successful change management is possible.

Deloitte worked with its own **skilled change management** practice to design an adoption program that would have the impact needed to realize the global vision. Change at the scale they required was challenging. The Deloitte team knew that core to

winning the hearts and minds of everyone they needed to engage, was listening to their community and understanding their needs. Transparency was key. Program updates were shared often, with concerns and questions invited and answered. Detailed **training material** was created and **workshops** were run to educate, **inspire and engage** the wider community, and to bring them along the change journey.

The power of reflection

Following the successful launch of the new global platform, the Deloitte team reflected on their key learnings from their transformation project which they believe will help others considering a large content supply chain project:



Establish two separate design workstreams: one for strategically defined new site features, the other for design enhancements and optimization.



Stand up a strong and clear governance framework as early as possible.



Run change management in parallel throughout, perpetually evolving the approach to changing needs.

The importance of continual **evolution**

For a global platform like Deloitte.com, **there is no finish line**. As technology evolves, along with the needs of their clients and community, the vision deepens.

*“Reimagining our Global content supply chain has enabled Deloitte to **create experiences that are relevant and meaningful** to our clients, in any region of the world across our multiple brands.”*

Libby Cousins

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Get in touch

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